

Speaking Truths About, For, and To Power in Evaluations of Inclusive Leadership Initiatives

Problem Statement:

In inclusive leadership initiatives, the responsibility for showing change is disproportionately placed on individual emerging leaders. We need to distribute the responsibility for change to organizations, institutions, and systems that have practices—past and present—that exclude these emerging leaders.

Data point from an evaluation on an inclusive leadership initiative in the outdoor education and recreation field:

Those that strongly agree with: “I know my leadership style has a place in the outdoor education/recreation field”



Before Outdoor Educators Institute



65%



After Outdoor Educators Institute



38%

Discussion Questions:



About Power: Why is this happening?



For Power: What needs to change for these leaders?



To Power: How can we communicate these issues to agency and field leaders to compel change?

DEFINITIONS/GLOSSARY

Cultural Relevancy: Effectively reaching and engaging communities and their youth in a manner that is consistent with the cultural context and values of that community; while effectively addressing the disparities of diversity and inclusion within an organization's entire structure.

Environmental Justice: The fair treatment and meaningful involvement of all people in the development, implementation, and enforcement of environmental laws, regulations, and policies. Environmental Justice acknowledges that vulnerable communities are often subjected to the disproportionate burden of pollution and contamination, and works to empower and support communities disproportionately targeted by inequitable environmental treatment.

Equity: The guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of certain groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups. *(UC Berkeley Initiative for Equity, Inclusion, and Diversity)*

Inclusion: The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. *(UC Berkeley Initiative for Equity, Inclusion, and Diversity)*

Intersectionality: The theory of how discriminatory power structures interact in the lives of non-whites across gender, race, ethnicity, economic status, etc. Mapping one's identities within and outside dominant culture may clarify ways in which oppression is compounded or ways in which an individual may simultaneously experience privilege and oppression.

Holistic leadership development: Puts responsibility for inclusion not just on the individual but the trainers, the organizations hiring them, and the field as a whole.

Social Justice: The work of taking personal responsibility to promote equitable access to power, civil liberties, wealth, human rights, upward mobility and healthful and fulfilling lives for all members of society. The taking on of this responsibility entail recognizing and leveraging one's own power and privilege for the redistribution of this access.

Power: Refers to the ability to control one's environment and / or influence decision making.

Privilege: Refers to the myriad of unearned social advantages, benefits, and courtesies that come with belonging to a socially constructed and sanctioned dominant group.

Youth Development: Activities and strategies that involve youth decision making, use youths as resources to implement programs, and build youth assets and strengths that result in improved academic performance and lower-risk behaviors. *(California Department of Education)*